

South Shore Health

Partnering with Our Community

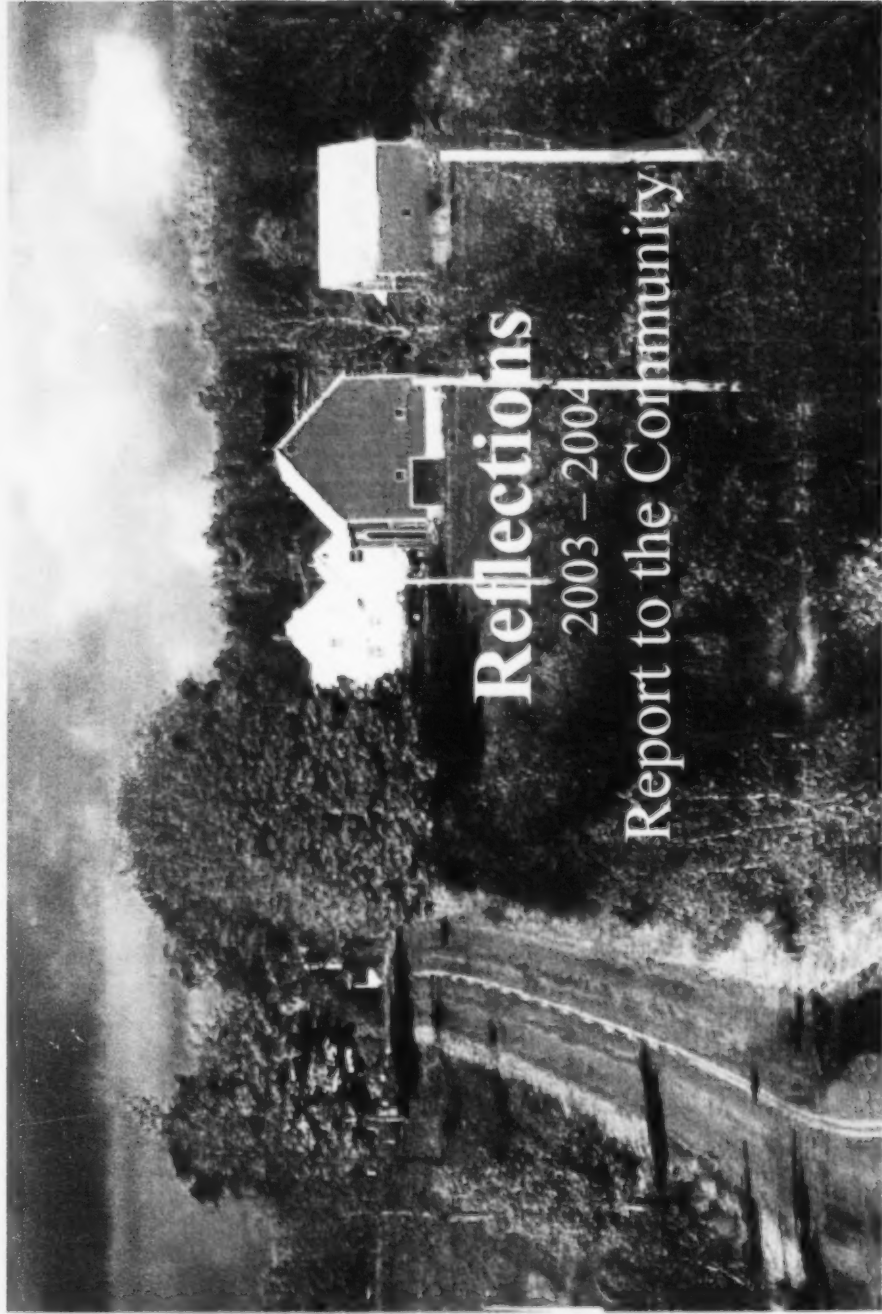


Photo published courtesy Nova Scotia Tourism and Culture



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www.ssdha.nshealth.ca



South Shore Health

April 2003 – March 2004

We are pleased to present Reflections 2003 - 2004, South Shore Health's third annual Report to the Community. This report is an overview of the District's activities for the year ending March 31, 2004.

Board of Directors

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Chair

Christopher Clark
Vice-Chair

Dr. David Evans
Secretary

Jim Mosher
Treasurer

Priscilla Burgess

Dr. George Ferrier

Craig Fry

David Large

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Jim Sunderland

Dr. Jan Sundin

Ken Wilkinson

About our District

South Shore Health provides community and hospital-based services to the 60,000 residents of Lunenburg and Queens Counties, as well as residents of neighbouring communities in Shelburne, Annapolis and Kings counties.

Under the governance of a volunteer Board of Directors, South Shore Health is responsible for South Shore Regional, Queens General and Fishermen's Memorial Hospitals, as well as several community-based programs including Public Health, Mental Health and Addiction Services.

More than 850 employees and 100 medical staff work within the organization to provide quality health care. Our team of health care providers are committed to a high standard of professional and technical excellence.

Foundations, Auxiliaries and Volunteers also work to improve the care and comfort of patients and enhance the programs and services offered in the District.

Thank You

South Shore Health receives overwhelming support from our Foundations, Auxiliaries and Volunteers who this year contributed over \$1 million for projects and equipment and gave thousands of hours of time and talent to enhance the programs and services offered in the District. Every dollar raised, every hour volunteered and every smile is appreciated. Your support helps purchase much-needed equipment, fund necessary renovations, provide education opportunities and allow our programs and services to grow. We extend our sincere thanks to the Health Services Foundation of the South Shore, Queens General Hospital Foundation, the Fishermen's Memorial, Queens General and South Shore Regional Hospital Auxiliaries and Volunteers as well as the many community groups, businesses, individuals and families who support their efforts.



Strategic Planning Update

Following completion of the District's Clinical Services plan in March 2003, South Shore Health began a similar planning process for Community-based and Support services. Together these Plans served as the foundation for the District's overall Strategic Plan, which will be released in the fall of 2004.

During the planning process, we gathered extensive data about the health of our population. We consulted with our staff, physicians, Community Health Boards, partners and communities about what our priorities should be to enhance our services and meet the growing and changing needs of the population.

Senior Administration

Kevin McNamara
Chief Executive Officer

Anne Kelley
VP Clinical Services

Alice Leverman
VP Community Health

Phil Langford
VP Operations

Dr. Mada Nestel
Medical Director

Please remember:

*Our buildings and grounds
are Scent and Smoke Free*

Our Community Health Plan builds on our strengths to specifically target some of the health issues in our communities through health promotion, disease and injury prevention and provision of care at the community level. It is based on an understanding of what puts our health at risk, a commitment to working with others in a shared strategy for health and a belief that services at the community level support health for all.

The Support Services plan reflects the District's commitment to providing the best support possible to direct patient care providers through best practices and quality initiatives. It identifies strategic directives around the key themes of human resource planning, improved technical tools and software and equipment purchases as well as strengthened leadership and timely decision processes for all services.

South Shore Health has continued to move forward with the recommendations contained in the Clinical Services Plan, which describes the organization's vision for the new and existing services provided at the District's three hospitals.

Based on these plans, South Shore Health's Board of Directors has developed several strategic directions, which will provide guidance about where we should focus our time, energy and resources. The Strategic Plan offers a broader perspective and we believe, reflects the greatest challenges and opportunities for the health of our communities and organization at this time. We look forward to sharing this plan with you in the near future.

We thank the many staff, physicians, Community Health Board members, partners and community members who participated in the development of these plans. We encourage your ongoing interest and involvement to help us achieve our vision:

Healthier People Living in Healthier Communities.

The Tri District Population Health Indicator Working Group prepared a health status profile titled *Shaping Our Future*. This document provides an overview of the health of the population living within our District and is an important resource for discussions on how the community can work together to improve health. The document is available at www.ssdha.nshealth.ca/newsstand

Year In Review

April 2003 - March 2004

We are extremely proud of the progress we've made as an organization during what has been an exceptionally busy year for our team of staff, physicians and volunteers. There are a lot of exciting initiatives underway within the District, which are likely to make the coming year equally productive. We will continue to need your support, energy and enthusiasm as we work with individuals, families and communities to prevent illness, provide care and improve the health of those we serve. This report is intended to highlight some of the major accomplishments we've made during the year, which include:

Through partnership with Cancer Care Nova Scotia, Cancer Patient Navigation was made available to patients on the South Shore. This program is now funded by the District. Patient Navigators support cancer patients, their families and health professionals by ensuring patients have the information, knowledge and support they need as they journey through the complex cancer care system.

A permanent pacemaker insertion program was established at South Shore Regional with cooperation from Capital Health. This eliminates the need for most patients to travel outside the District for this service.

Public Health and Addiction Services developed and began implementing the District's Tobacco Strategy. The components, which mirror the provincial strategy, include Legislation and Policy, Taxation, Media and Public Awareness, Treatment and Cessation, Youth Prevention, Community-Based Programs and Evaluation and Monitoring. Work with organizations to establish and implement smoke-free policies continues.

South Shore Health assumed responsibility for community physiotherapy (previously available through the Arthritis Society HomeCare Physiotherapy Program). We hired a full-time occupational therapist to restore services to school-aged children and improve access for Queens County residents.

Mental Health Services expanded the range of community support services for children, youth and their families, established a parent group and approved written protocols for single entry access to the program's Early Response Service. Mental Health Services has also established a senior's team and established protocols for adult protection cases.

A full-time Palliative Care Physician is in place to enhance end-of-life care. Additional nursing and social work resources have also been allocated for the District's Palliative Care Service.

The District received \$700,000 from the federal Medical Equipment Fund to replace an aging radiography/fluoroscopy unit at South Shore Regional.

More than 100 staff and physicians attended an education day hosted by the Department of Internal Medicine.

Municipal and community leaders, physicians and other health service providers, the Queens Community Health Board and South Shore Health developed a proposal for a new model of primary health care in Queens County that has been submitted to the Health Department for consideration. The model will promote a healthy community and better integrate new and existing health services. It will also establish Queens County as a teaching site for health-related professions including care providers and researchers.

More than 85 caregivers took part in the Palliative Care Front-Line Education Program offered by the Palliative Care Service and Cancer Care Nova Scotia to improve and enhance knowledge, skills and understanding of issues surrounding end-of-life care.

Construction of the Women's and Children's Health Centre, funded by the Department of Health, allows the District to combine hospital-based care with health and wellness initiatives for a more comprehensive and integrated service. The Centre, which officially opened in May 2004, also contains an isolation ward funded by the Health Services Foundation at a cost of \$185,000. This will greatly improve the District's ability to manage patients with infectious diseases such as tuberculosis, measles and chickenpox.

As part of the District's commitment to create a happier, healthier and safer workplace, we initiated a new Code of Conduct. Several staff members completed an Instructor Certificate Course to teach other staff Non-Violent Crisis Intervention. Occupational Health led an effort to address the District's Ergonomic Review, which included some minor renovations, equipment purchases and training to reduce staff injuries.

Staff and physicians rose to the challenge when faced with extreme weather conditions this year to ensure patients were well cared for during Hurricane Juan and White Juan.

Financial support from Pharmaceutical companies allowed South Shore Health to expand the existing Heart Function Clinic and add a Cardiac Rehabilitation and Risk Factor Clinic focused on the prevention and management of Heart Disease, the District's number one health problem.

With the help of the federal Primary Health Care Transition Fund, South Shore Health was able to support a number of community initiatives strengthening primary health care. This includes \$40,000 for infrastructure at the Health Resource Centre at Shoreham Village in Chester, \$10,000 to the South Shore Safe Communities Initiative for project development and \$30,000 for Telehealth equipment at the North Queens Health Centre to improve access to mental health and other clinical consultation services and create educational opportunities for health care providers in the North Queens area.

South Shore Health released its second annual Report Card on Quality, which measures performance in a number of key areas including occupancy rates, readmission rates and length of stay. It provides an opportunity to improve quality of care by benchmarking practices against provincial and national best-practice scenarios.

Architectural drawings were prepared for renovations to the Emergency Department at QGH to help address patient privacy issues and improve patient care. The hospital's Foundation has since agreed to fund the renovations; expected to cost about \$95,000.

The Health Services Foundation pledged \$270,000 to expand the Sleep Disorder Clinic, create a dedicated Respiratory Services Department at SSRH and purchase about \$165,000 in respiratory equipment.

South Shore Health participated in the Clarica Project, a provincial effort to raise awareness about and increase organ and tissue donation.

South Shore Health worked with community partners including the School Board, Community College, Bridgewater Development Corporation and Lighthouse Publishing to hold a Job Fair targeting local high school students. The fair gave employers an opportunity to showcase disciplines that will be in short supply over the next few years and provide information about related training opportunities and bursaries.

South Shore Health began a series of meetings with groups and individuals throughout the District, including the School Board and Community College as well as rural communities, to discuss potential partnership opportunities.

South Shore Health provided a six-month training series for managers.

The District, in partnership with Lunenburg County Community Health Board, South Shore Regional Library and the Nova Scotia Health Network, launched an information and referral service to help area residents access a wide range of community, health, social and government resources. Call Be Well Connected at 543-9550.

South Shore Health joined the Read to Me! Nova Scotia Family Literacy Program, which welcomes newborns into the world with books and other resources. It is designed to inform parents about the positive impact reading, holding, singing and talking to a baby has in building healthy minds, strong parent-child bonds and the foundations of language and reading. Hospital volunteer Heather Evan helped fund the project.

South Shore Health

Snapshot

Between April 2003-March 2004:

- Addictions Services served a total of **970** clients - including **314** admissions to the Detoxification Unit at FMH.
- There were **1155** assessments/new referrals to the District's Mental Health Outpatient Service with a total of **9977** patient contacts
- Public Health Services immunized **619** Grade 4 students (98 % of target) against Hepatitis B and **586** 14 to 16 year olds (93 % of target) against Tetanus and Diphtheria
- **1263** participants took part in **132** prenatal classes offered by Public Health Services

The SSRH Auxiliary pledged \$180,000 to relocate and expand the Oncology unit to accommodate a growing number of patients and provide a more comfortable and private area for patients. The Unit, which officially opened in June 2004, features a satellite pharmacy for preparation of drugs and a dedicated resource room, which will double as a private meeting area for patients and health care providers.

Local teams are in place to support the implementation and evaluation of the Healthy Beginnings: Enhanced Home Visiting Initiative. The program enhances Public Health programs and services to support young families, promote a healthy parent-child relationship, foster healthy child development and link families with community resources to support healthy growth and

development.

South Shore Health began preparing for the implementation of the Nova Scotia Hospital Information System. A multi-year project, the system will eventually connect 34 hospitals across the province to give health care professionals more timely access to information for better care.

A number of infrastructure projects were completed during the year. These include replacement of the nurse call system and roof repairs at all three hospitals, upgrades to the electrical system, creation of a dedicated endoscopy unit and computer training room at QGH, replacement of the fuel tank and upgrades to the parking lot at SSRH and installation of fencing around the Veteran's Garden and repairs to the underground tank at FMH.



South Shore Health

How to reach us:

South Shore Regional Hospital
90 Glen Allan Drive
Bridgewater, NS
B4V 3S6
(902) 543-4603

Fishermen's Memorial Hospital
PO Box 1180
Lunenburg, NS
BOJ 2C0
(902) 634-8801

Queens General Hospital
PO Box 370
Liverpool, NS
BOT 1K0
(902) 354-3436

Public Health Services
Suite 109
215 Dominion Street
Bridgewater, NS
B4V 2K7

www.ssdha.nshealth.ca

Please remember:

*Our buildings and grounds
are smoke and scent free*

South Shore Health

During this fiscal year, the Board of Directors held a series of strategic planning sessions and drafted a new vision, mission and values statement, which has since been approved. These statements describe our purpose, the future we want to create and the fundamental principles upon which all decisions are made and carried out.

Our Vision:

Healthier people living in healthier communities.

Our Mission:

Our mission is to work with individuals, families and communities to prevent illness, provide care and improve the health of those we serve.

Our Values:

Excellence

Striving to be leaders through innovation and continuous quality improvement

Integrity

Building confidence and trust through openness, transparency and honesty

Respect

Responding to our diversity with fairness, dignity, compassion and understanding

Accountability

Managing our resources effectively while responding to the needs of our District

Leadership

Improving the health of our communities through collaboration, co-operation and meaningful partnerships

South Shore Health

Snapshot

Between April 2003 and March 2004,
South Shore Health required approximately:

153,800 - sheets of x-ray film
670,154 - pairs of gloves
195,986 - syringes
146,685 - needles
33,700 - bandaids
63,817 bags - IV solution



How to reach us:

Queens Community Health Board

Chairman Jean Strum

Box 1493
Liverpool, NS
BOT 1KO
902-354-5508

Lunenburg County Community Health Board

Chairman Lyn Cash

77 Dufferin Street, Suite 101
Bridgewater, NS
B4V 3W8
902-527-1980

Community Health Board Updates

April 2003 – March 2004

Within South Shore Health, the Lunenburg and Queens County Community Health Boards help assess local health needs and develop Community Health Plans, which identify ways to improve the overall health of the community.

Queens Community Health Board

The Queens Community Health Board had a busy and successful year. Accomplishments include assisting the Kiwanis with the Well Child Clinic, hosting a Well Womens' Clinic, supporting a Senior's Extravaganza Day and partnering with the VON to develop a transportation program for seniors and low-income residents. The Board also gave financial assistance to a number of groups including the North Queens Rural High's Baby Think it Over program, Big Brothers/Big Sisters Association's peer mentoring programs for Queens County, the North Queens newsletter, RCMP's safe and drug free driving program in schools, and VON's Easy Exercise program. Members were also actively involved in development of the Queens Primary Health Care proposal, which has been submitted to the Department of health for consideration and worked with Acadia University students to prepare a community needs survey, which was included in the Board's community health plan.

Water Quality Initiatives

Both the Queens and Lunenburg County Community Health Boards have identified water quality as a priority. They continue to work together with South Shore Health and the Department of Environment and Labour to educate the public about the importance of regularly testing well water and improving access to water testing kits. The Water Quality Committee conducted a pilot project to promote the bacteriological testing of private well water. Water sample bottles and information continues to be made available in the rural communities of New Germany and New Ross.

South Shore Health has adopted a new system to help identify specific communities with water problems so that initiatives can be targeted to those areas. In addition, the Lab at SSRH is working towards designation as an accredited water testing facility.

Lunenburg County Community Health Board

The Lunenburg County Community Health Board had a productive and interesting year. Based on community consultations in 2001 the "Be Well Connected" Information and Referral Line pilot project was launched with a comprehensive database. It serves the double purpose of providing information to the public and also of updating the list of services in the county. This service was made possible with the partnership of the South Shore Regional Library, South Shore Health, and the Nova Scotia Health Network. The Board was also able to offer small grants for Community Initiatives designed to promote some aspect of good health. The recipients were the Family Support Centre, West Northfield Elementary School, New Germany and Area Well Women's Clinic Organizing Group, Bayview Community School, Pathways Community Association, VON and New Ross Family Resource Centre. Looking forward: the Board has decided to emphasize the promotion of health of the County's youth, and the prevention of chronic disease in its general population.

www.ssdha.nshealth.ca

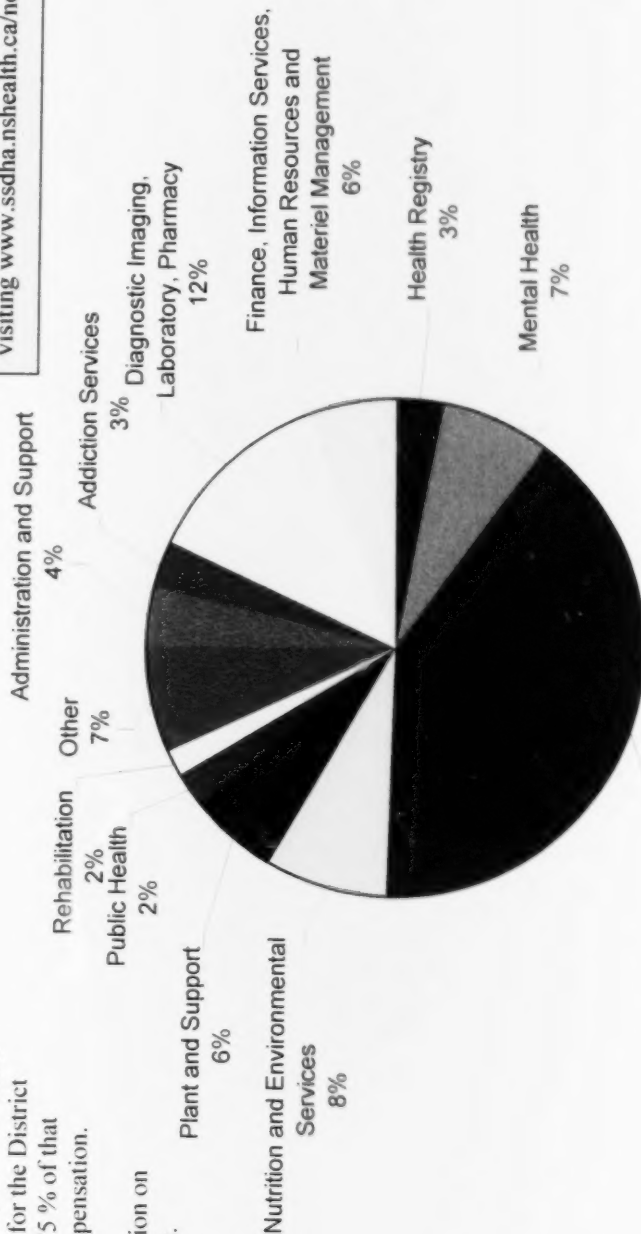
Financial Report

South Shore Health ended the fiscal year with a small operating deficit in the amount of \$180,636. Revenues were \$52.8 million and expenditures for the District totaled \$53 million. Approximately 75 % of that amount was related to employee compensation.

The District spent a total of \$3.8 million on infrastructure projects and equipment.

South Shore Health Expenses (by program)

Copies of South Shore Health's statutory financial statements, as audited by Deloitte & Touche, are available by calling 527-5270 or visiting www.ssdha.nshhealth.ca/newsstand



Expenditures

Administration and Support	2,017,90
Addiction Services	1,695,93
Diagnostic Imaging, Lab, Pharmacy	6,372,42
Finance, Information Systems, Human Resources and Materiel Management	3,312,60
Health Registry	1,432,15
Mental Health	3,662,75
Nursing	21,338,15
Nutrition and Environmental Services	4,304,55
Plant and Support	3,158,32
Public Health	1,092,86
Rehabilitation	957,23
Other (includes employee future benefits)	3,630,45
	52,975,47

South Shore Health Snapshot

Between April 2003 -March 2004, there were;

3,678 inpatient admissions
398 births
53,043 visits to our Emergency Rooms
33,141 visits to Ambulatory Care
78,035 visits to our labs where staff performed over 1 million tests
Within Occupational Therapy and Physiotherapy, staff had over 20,000 patient contacts including in and outpatient visits, in addition to 557 community physiotherapy visits
There were 207 new referrals to Palliative Care with 245 clients receiving care at home or in hospital, in addition to 126 clients who received bereavement support